

CHAPTER 3



PROGRAMS

INTRODUCTION

The primary role of the Marine Corps in the 21st century is to be the Nation's *Expeditionary Force-in-Readiness*. It is a force that provides combined-arms operating forces — including integrated aviation and logistical components — for service as part of naval, joint, and combined forces world wide. The Marine Corps fills a unique role in the capability range of America's armed forces. A *Middleweight Force*, we are lighter than the Army, and heavier than Special Operations Forces (SOF). Marine Corps forces magnify U.S. power-projection capabilities, ensuring American military power remains influential during peacetime, compelling in crisis, and decisive in war.

As we look ahead, we will reinvigorate and reinforce our credentials as a lighter, faster, hard-hitting, expeditionary, and sea-based Marine Corps that relies on agility, shock, and surprise. Innovation and fiscal responsibility likewise will continue to be hallmarks of the Marine Corps. We are continuing to invest limited resources to restore combat capability and enhance our Marines' readiness at home and in overseas operating areas. We also are monitoring our total investment requirements and measuring them against changing operational demands. In Marine Corps ground and aviation programs, for example, we continue to test, develop, and procure dual-use systems and employ emerging technology. Throughout, however, our focus remains on the individual Marine's ability to carry out the tasks at hand.

Chapter Three of the 2013 Edition of *Concepts and Programs* provides information on Marine Corps programs of record and major end-item equipment, which will ensure that current and future Marines have what they need to accomplish the mission.

ACQUISITION CATEGORIES (ACAT) AND TERMS

The category of an acquisition program shall generally be determined based upon an assessment of cost, complex and risk. A description of the most commonly discussed Acquisition Category (ACAT) levels follows:

ACAT I: MAJOR DEFENSE ACQUISITION PROGRAMS (MDAP)

The Undersecretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) designates MDAPs as ACAT ID (Defense Acquisition Board) or ACAT IC (Component). The Milestone Decision Authority (MDA) for an ACAT ID program is USD(AT&L), and the MDA for ACAT IC (Component) Department of the Navy (DON) programs is the Secretary of the Navy or the Assistant Secretary of the Navy Research, Development & Acquisition (ASN(RDA)). To achieve this level of designation, a program must exceed \$365 million in FY 2000 dollars in research and development funding, exceed \$2.190 billion in FY 2000 dollars in procurement funding or be designated as “Special Interest” by the MDA.

The Marine Corps leads the following ACAT I programs: the MV-22 Osprey Program; the Global Combat Support System; the Ground Aviation Task Oriented Radar; the Medium Tactical Vehicle Replacement; and the Common Aviation Command and Control System. The Marine Corps also participates in numerous joint ACAT I programs, including the Global Broadcast Service, the Joint Light Tactical Vehicle, and the Joint Tactical Radio System.

ACAT IA: MAJOR AUTOMATED INFORMATION SYSTEMS (MAIS)

USD(AT&L) designates MAIS programs as ACAT IAM (MAIS) or ACAT IAC (Component) and is the MDA for ACAT IAM programs, unless delegated to the Assistant Secretary of Defense for Networks and Information Integration (ASD(NII)). The ASN(RDA) is the MDA for DON ACAT IAC programs. These are

the largest automated information system (AIS) acquisition programs. There are several cost thresholds for this level, which include AIS programs with single-year funding, in all appropriations in excess of \$32 million in FY 2000 dollars, with total program cost in excess of \$126 million in FY 2000 dollars, or total lifecycle costs in excess of \$378 million in FY 2000 dollars, or designated as “Special Interest” by the MDA.

ACAT II

These programs do not meet the threshold for ACAT I, but have research and development funding in excess of \$140 million or procurement funding in excess of \$660 million. They are also known as Major Systems and the USD(AT&L) or his designee is the MDA for ACAT II programs. The Marine Corps funds two ACAT II program: the Logistics Vehicle Systems Replacement and the Lightweight 155 Howitzer.

ACAT III

Programs that do not meet the cost threshold for ACAT I or II but involve combat capability are designated ACAT III or IV programs. Within the Marine Corps, the designation generally depends on the level of program management and oversight assigned by Commander, Marine Corps Systems Command, Program Executive Officer Land Systems, or the Direct Reporting Program Manager when that applies. The Marine Corps currently manages more than 24 ACAT III programs.

ACAT IV

There are two categories of ACAT IV programs. ACAT IVT (Test) programs require Operational Test and Evaluation (OT&E), while ACAT IVM (Monitor) programs do not. Commander, Operational Test and Evaluation Force (COMOPTEVFOR) or Director, Marine Corps Operational Test and Evaluation Activity (Director, MCOTEA) may elect to monitor ACAT IVM programs. The Marine Corps manages nearly 40 such programs.

ABBREVIATED ACQUISITION PROGRAMS (AAPS)

AAPs are programs that do not meet the criteria for ACAT IV or above and does not require operational test and evaluation. Developmental costs for AAPs cannot exceed \$10 million and total program value cannot exceed \$50 million. For information technology systems, developmental costs cannot exceed \$15 million, or program costs exceed \$30 million. For the past several years, the Marine Corps manages approximately 100 AAP programs at any given time.

OPERATIONS AND SUPPORT PROGRAMS (O&S PROGRAMS)

As total life-cycle managers of already acquired and fielded systems, the Marine Corp Systems Command maintains control and management oversight responsibilities for more than 300 independent systems needed to support the warfighter.

ACQUISITION PHASES AND TERMS

Matériel Solution Analysis Phase (Pre-Milestone A): The purpose of this phase is to assess potential matériel solutions and to satisfy the phase-specific entrance criteria for the next program milestone designated by the MDA. The most promising systems concepts shall be defined, in part, by broad objectives for performance and the identification of interoperability and integration requirements within a family of systems or system of systems. The Matériel Solution Analysis Phase ends when the Analysis of Alternatives (AoA) has been completed, matériel solution options for the capability need identified in the approved Initial Capabilities Document (ICD) have been recommended, and the phase-specific entrance criteria for the initial review milestone have been satisfied.

Technology Development Phase (Pre-Milestone B): The purpose of this phase is to reduce technology risk, to determine and mature the appropriate set of technologies to be integrated into a full system, and to demonstrate critical technology elements on prototypes. Technology Development is a continuous tech-

nology discovery and development process reflecting close collaboration between the science and technology (S&T) community, the user, and the system developer. It is an iterative process designed to assess the viability of technologies while simultaneously refining user requirements.

Engineering and Manufacturing Development (Pre-Milestone C): This is the phase in which a system or increment of capability is developed. Work in this phase includes reduction of integration and manufacturing risk, ensuring operational supportability, human systems engineering, design for the ability to produce, and demonstration of system integration, interoperability and utility.

Production and Deployment (Post-Milestone C): This is the phase in which the operational capability that satisfies mission needs is achieved through operational test and evaluation to determine effectiveness, and suitability. Milestone C authorizes entry into Low Rate Initial Production (LRIP, for MDAPs and major systems), into production or procurement (for non-major systems that do not require LRIP), or into limited deployment in support of operational testing for MAIS programs or software-intensive systems with no production components. The MDAPs and other programs on the Office of the Secretary of Defense (OSD) Test and Evaluation Oversight List, Production and Deployment have two major efforts — LRIP and Full-Rate Production and Deployment — and require a Full-Rate Production (FRP) Decision Review. For MAIS programs or software intensive systems with no production components, the FRP Decision Review is referred to as the Full Deployment Decision Review.

A Non-Developmental Item (NDI): An NDI is any previously developed item of supply used exclusively for government purposes by a federal agency, a state or local government, or a foreign government with which the United States has a mutual defense cooperation agreement. An NDI requires only minor modifications or modifications of the type customar-

ily available in the commercial marketplace in order to meet the requirements of the Marine Corps.

Initial Operational Capability (IOC): In general, IOC is reached when some units or organizations in the force structure scheduled to receive a system have received it and have the ability to employ and maintain it. The specifics for any particular system IOC are defined in that system's Capability Development Document (CDD) and Capability Production Document (CPD).

Full Operational Capability (FOC): In general, FOC is attained when all units and organizations in the force structure scheduled to receive a system have received it and have the ability to employ and maintain it. The specifics for any particular system FOC are defined in that system's CDD and CPD.



PILLAR 1:
HIGH QUALITY PEOPLE



SECTION 1: MANPOWER



INTRODUCTION

Our Marine Corps is an expeditionary force fully trained and capable of executing assigned missions. Our strategic guidance rightfully focuses our attention on the Pacific and Central Command regions. Navy-Marine Corps forward basing, response capabilities and plans are already positioned to support that strategy, yet we will remain vigilant and capable to respond on short notice in other areas of the world as our Nation requires. Marines continually stand ready to contribute to a decisive joint force and can help provide access for that force wherever needed.

Our Corps of today and tomorrow will maintain its high standards of training, education, leadership, and discipline while contributing vital capabilities to the Joint Force across the spectrum of military operations. The emerging strategy revalidates our role as America's Expeditionary Force in Readiness. Our partnership with the Navy enables a forward-deployed and engaged force that shapes, deters, responds, and projects power well into the future.

FORCE STRUCTURE REVIEW/ DRAWDOWN IN FORCES



The Marine Corps conducted a capabilities-based Force Structure Review beginning in the fall of 2010 in order to organize, rebalance and posture the force for the challenges of the emerging security environment of the future. The Force Structure Review Group (FSRG) incorporated the lessons learned from 10 years of combat and addressed 21st century challenges confronting our Nation and its Marine Corps. The review's charter included efficient force structure planning, later termed as "best value," with regard to capability, cost and readiness relative to the operational requirements of the forward-engaged geographic combatant commanders. The 2010 FSRG concluded with a CMC approved plan to field a comprehensive force, with an approximate end strength of 186,800, which meets the Title 10 requirements of the Marine Corps in crisis response and forward presence. However, further fiscal constraints articulated within the Fiscal Year 2013 Presidential Budget required additional adjustments to the FSRG's proposed force, drawing down to approximately 182,100 end strength. The adjusted force structure, however, maintained the overall theme and charter of FSRG, employing wargamed contingencies in capability draw down, while yet maintaining overall capabilities necessary in the 21st century for Marines to fulfill their primary role as America's Expeditionary Force in Readiness, even at a reduced capacity.

END STRENGTH

Fiscal Year 2013 marks the first year of a four-year drawdown period as the Marine Corps moves toward the 182,100 force. Personnel costs account for about 60 cents of every Marine Corps dollar, and the resulting 182,100 Marine active duty force, supported by our Reserve component, retains the capacity and capability to support steady state and crisis response operations through rotational deployments and to rapidly surge in support of major contingency operations.

As we reduce our active component end strength, we must manage the rate of reduction carefully and responsibly. The Marine Corps plans to draw down our end strength by approximately 5,000 Marines per year. The continued resourcing of this gradual ramp down is vital to keeping faith with our Marines, many of whom have served in combat, and their families. This pace of drawdown will allow for completion of our mission in Afghanistan while ensuring proper resiliency in the force relative to dwell times. As our Nation continues to reduce the size of its Armed Forces, the Marine Corps will guard against the tendency to focus on pre-9/11 end strength levels which would neither account for the lessons learned from 10 years of war, nor address the irregular warfare needs of the modern battlefield. Our 182,100 Marine Corps represents fewer infantry battalions, artillery battalions, fixed wing aviation squadrons, and general support combat logistics battalions than we had prior to 9/11. However, it adds cyber warfare capability, special operators, wartime enablers, and higher unit manning levels—all lessons gleaned from ten years of combat operations. It is a very capable force.

We are also committed to keeping faith with Marines, Sailors and their families who have sacrificed so much over the past decade of war. Personnel reductions that become precipitous are among the worst measures that can be employed to save money. Our all-volunteer force is built upon a reasonable opportunity for retention and advancement. Unplanned and unexpected wholesale cuts undermine the faith and

confidence in service leadership and create long-term experience deficits with negative operational impacts. Such an approach would no doubt do significant long-term damage to our ability to recruit and maintain a quality force.

MARINE CORPS RECRUITING COMMAND (MCRC)



Headquartered in Quantico, VA, Marine Corps Recruiting Command (MCRC) conducts operations to recruit qualified individuals for enlistment or commissioning into the United States Marine Corps and Marine Corps Reserve. The goal is to attain the assigned Total Force personnel requirements by component and category in accordance with the applicable fiscal year Marine Corps accessions strategy (Manpower Accessions Plan Memoranda), the Recruiting Operations Order, and as otherwise directed by the Commandant of the Marine Corps. MCRC consists of two recruiting regions with three recruiting districts each. MCRC has 3,760 Marine Corps recruiters operating out of 48 recruiting stations, 615 recruiting sub-stations, and 72 officer-selection sites. MCRC maintains facilities throughout the continental United States, Alaska, Hawaii, Puerto Rico, Guam, the U.S. Virgin Islands, and the Northern Mariana Islands.

DIVERSITY

Rapidly changing demographics of the Nation will continue to propel diversity forward as a strategic issue. Key to the Marine Corps diversity effort is the understanding that the objective is not to structure a force that merely reflects current demographics. It is through actively seeking the best and brightest young men and women from all communities in the Nation that we achieve diversity of intellect, talent, culture and demographic representation—all of which raise the total capability of our Corps. Efforts to generate more awareness about officer programs in underrepresented communities are underway. Since 2011, we have conducted leadership seminars at many locations throughout our country, introducing diverse college undergraduates and key influencers to Marine leadership traits and Marine Corps leadership opportunities. We are actively seeking out new communities within which to continue this effort. While minority officer accessions saw an increase during Fiscal Year 2012, we must nurture this gain and future successes with effective career development and mentorship initiatives. Doing so will set the conditions for more diverse officer profile projections. Overall, we seek to communicate the Marine Corps diversity mission through community outreach and recruit marketing; to ensure continued opportunities for merit based development and advancement; and to optimize training and education to increase the understanding for all Marines of the value that diversity brings to the Total Force.

MANPOWER RECRUITING

FY 2012 was another productive year for the Marines of Marine Corps Recruiting Command as their sustained recruiting efforts resulted in 35,964 total force non-prior service enlisted, 1,464 officer, and 4,210 prior service Marine accessions with historic highs in quality indicators. The tireless effort of the recruiting force was instrumental in the Marine Corps



attainment of the overall end strength goal of 198,000. Moving into FY 2013, MCRC remains poised to meet future accession requirements and the challenges of recruiting an all volunteer force, by maintaining an appropriately sized and resourced recruiting force.

Recruiting remains the lifeblood of the Marine Corps. The efforts of the recruiting force and the quality of the individual Marine remains the bedrock upon which the Corps is built. To recruit the high quality men and women necessary to earn the title of “Marine” requires an equal investment toward who becomes a recruiter. Those chosen to become recruiters undergo extensive screening at their home station to ensure qualifications for this demanding independent duty are met. These are the best the Marine Corps has to offer and they are specifically chosen to be ambassadors of the Marine Corps to communities across America. The intent is to have a Marine Corps representative that embodies the values of the Corps to the American public and inspires and influences young men and women to seek the challenge of becoming a Marine. This is further refined by providing intensive training at Recruiters School, so that each recruiter is thoroughly prepared and armed with the most current information, policies, and techniques to face the multi-faceted challenges associated with recruiting duty. This training is continuously reinforced and is built upon throughout a recruiter’s tour to ensure proficiency, preparedness, and success.

Even before a prospective applicant meets with a recruiter in person, it is likely that they have, in some way, already been exposed to the Marine Corps mes-

sage of making Marines, winning our nation’s battles and developing quality citizens. This is strategically accomplished through comprehensive marketing and advertising programs. These programs serve to reinforce the elite warrior image and send the same positive message that is communicated daily by the individual recruiter and supported by the recruiter’s collateral materials. These programs are also critical in maintaining our message, emphasizing core competencies of building brand awareness; generating quality leads for recruiters and developing recruiter support material for use in the recruiting process. High-quality advertising efforts properly focused on the target markets of prospective recruits and their influencers create and maintain awareness of Marine Corps opportunities amongst America’s young men and women.

Paid advertising continues to be the most effective means to connect with the public and, as a result, remains the focus of MCRC’s advertising efforts. As advertising costs increase, it is vital that our advertising budgets remain competitive in order to ensure that our recruiting message reaches the right audience. The ever-present reality of a down-sizing Marine Corps, an active operational war front, and a reduced budget presents new challenges in FY 2013 and beyond. MCRC is able to avoid historical post-drawdown surges in the out years by maintaining the manpower and funding that is required to meet Marine Corps personnel and strength levels. Marine Corps recruiting successes during the past several years are a direct reflection of the superior efforts of a quality recruiting force and the supporting arms of effective marketing and advertising programs.

MCRC achieved success in FY 2012 by making 100 percent of our enlisted shipping objectives and exceeding the quality standards for both the Department of Defense (DoD) and the Marine Corps. For example, 99.9 percent of those shipped to recruit training were Tier 1 high school graduates, above the DoD and Marine Corps standards of 90 and 95 percent, respectively. Additionally, 75.3 percent were in the I-III A upper

mental group, which again is well above the DoD and Marine Corps standards of 60 percent and 63 percent, respectively. The Marine Corps Reserve achieved 100 percent of its recruiting goals with the accession of 5,450 Non-Prior Service Marines. Of these, 99.9 percent were Tier I high school graduates and 78.1 percent were in the I-III mental groups. In addition, MCRC accessed 4,210 Prior Service Marines into the Marine Corps Reserves, achieving 100 percent of the objective.

Success was also achieved in the officer mission by obtaining 101 percent in all categories of air, ground, and law. Coupled with the contributions of the U.S. Naval Academy (USNA) and the Naval Reserve Officer Training Corps (NROTC) programs, the overall annual officer requirement was met. With a drive on finding the highest caliber of officers, the Marine Corps Officer Selection Teams are focusing on college campus markets for contracting future officers through the Platoon Leaders Class (PLC) Program. Every effort is being made to ensure that the quality of the future Officer Corps is maintained for years to come.

Diversity representation throughout the Marine Corps, both in enlisted and officer ranks, remains an important priority. FY 2012 showed continued progress in MCRC's efforts to further diversify new officer accessions. Hispanic officer accessions saw an increase for the fourth consecutive year, and for the first time ever, MCRC awarded the maximum allotment of 4-year Frederick C. Branch Scholarships. The All Community Approach remains the beat that drives MCRC's battle rhythm in engaging the American public and increasing the Corps connectedness to the society we serve. MCRC is carrying the message of leadership opportunities within the Corps to all segments. With this determined approach, MCRC will help potential applicants see the Marine Corps as a primary option and it raises officer program awareness with younger audiences, in turn feeding our seeding programs.

The results achieved during FY 2012 have upheld Marine Corps Recruiting Commands legacy of re-

cruiting success. The same intensity, dedication, and commitment to achieving mission that have been the foundation of past success will remain the guide to the future.

MARINE CORPS RECRUITING INFORMATION SUPPORT SYSTEM (MCRISS)

DESCRIPTION

The MCRISS streamlines the entire enlistment process and provides immediate benefits in man-hour savings by eliminating redundant data entry and improving the quality of information available. Moreover, the system directly interfaces with and supports key information technology initiatives from the U.S. Military Entrance Processing Command by electronically scheduling applicants for processing and receiving electronic processing results. MCRISS interfaces with the Office of Personnel Management to ensure security background checks are fully completed on each applicant. MCRISS harnesses state-of-the-art technology and provides the Marine Corps Recruiting Command with a solid foundation from which to grow future manpower information systems such as MCRISS-Recruiting Sub-Station (RSS) and MCRISS-Officer Selection System (OSS).

The deployment of MCRISS-RSS and OSS automates both the officer and enlisted side of recruiting at the recruiter/officer selection officer (OSO) level by organizing every effort and providing the proven framework of systematic recruiting. Systematic recruiting establishes procedures for standardization, management/planning, training, and action by focusing the OSO, RSS SNCOIC and recruiter on those activities and programs vital to effective recruiting. This effort will further eliminate redundant data entry and save the most valuable asset, time.

OPERATIONAL IMPACT

Time is the officer or enlisted recruiter's greatest challenge and most precious asset. A Marine's achievement and success on recruiting duty is measured only by the number of qualified quality individuals interviewed, contracted, and shipped to recruit training or Officer Candidate School. MCRISS-RSS/OSS, coupled with solid skills, will systematically organize the Marine's day, week, and month, thereby saving time and making the demanding task of "mission accomplishment" more efficient and effective. With added organization, the recruiter will be armed to conduct prospecting in an efficient manner, thus saving time and ensuring consistency in the execution of prospecting plans.

PROGRAM STATUS

FY 2013 effort will include a hardware refresh in order to adequately support the future growth and functionality of MCRISS by leveraging industry best practices. Also, future endeavors will include expanding the system to support mobile technology. A mobile technology initiative will deliver the utmost flexibility. The initiatives for FY 2013 will be focused and concerted efforts resulting in a system that is efficient, effective, and utilized by all levels of recruiting.

MARINE CORPS RETENTION

ENLISTED PERSONNEL

Enlisted retention achievements contribute to the Marine Corps success in reaching key end strength milestones and ensuring the proper grade composition and experience levels in the enlisted career force. The Marine Corps continues to retain both first-term and subsequent-term enlisted Marines in order to shape the Non-Commissioned Officer and Staff Non-Commissioned Officer leadership required to meet its active component end strength. In Fiscal Year 2012, we achieved our desired end strength and enforced strict first-term boat-space caps. In addition to achieving our aggregate retention mission, we achieved an impressive 97.2 percent Military Occupational Specialty match with our first-term alignment program, which ensures proper grade shaping for the future career force. Retention goals will remain aggressive as the Marine Corps continues to shape its enlisted career force. The Selective Reenlistment Bonus Program (SRBP) has aided reenlistment endeavors and improved retention for many of our critical skill shortages.

Although SRBP greatly assists with retention success, intangible attributes such as pride of service and satisfaction of leadership remain significant influences on retention. All leaders within the officer and enlisted ranks must ensure Marines are educated on the importance of retention and on our evolving retention policies and incentives. Leaders must emphasize the intangibles of service to aid quality Marines in their individual reenlistment decisions.

Marine Corps retention efforts are enhanced by career planners who specialize and assist commanders in the retention of Marines. Also supporting retention efforts is the Enlisted Career Counseling and Performance Evaluation Unit resident in the Enlisted Assignments Branch at Headquarters Marine Corps. The Marines in this unit provide career guidance to enlisted career Marines, performance evaluations on retention and retirement requests, and informational briefs to commands throughout the Marine Corps.

The unit also provides formal instruction on promotion and career progression to all academies, the Sergeants' Course, Career Course, Advanced Course, and Infantry Unit Leaders' Course. It conducts command visits at home and abroad, reaching more than 150,000 personnel per year.

OFFICERS

The Marine Corps officer retention goal is to retain the best and most fully qualified officers in the right grades and with the right skills to provide the capabilities required in the operating forces. Historically, the aggregate officer retention rate has been 91.8 percent. For Fiscal Year 2012, we achieved a retention rate of 92.5 percent. Regardless of this great success, the Marine Corps continues to look for indicators of higher attrition in future years.

Overall, officer retention is excellent. Shortages do exist in certain grades and skills, but we are taking actions to properly shape the composition of the officer corps. To this end, the Marine Corps has both monetary and non-monetary programs in place. All of these programs provide incentives to officers for continued service while retaining Marine Corps flexibility to meet requirements across the Marine Corps Total Force.

MARINE CORPS RESERVE

Reserve Marines understand the need to protect the American way of life. Dedicated men and women continue to volunteer to serve their country in the Marine Corps Reserve and share the sacrifices made by the Total Force in today's conflicts. The Marine Corps Reserve fills critical requirements supporting overseas contingency operations and the needs of combatant commanders worldwide. At home, Marine Forces Reserve (MARFORRES) maintains units and assets prepositioned throughout the country ready to assist not only national defense missions, but also civil-military

activities such as disaster relief.

Despite the current high operational tempo, the Marine Corps continues to meet its Reserve recruiting mission. New Marines and prior service Marines are accessed into our Reserve at a rate of approximately 25 percent of the Selected Reserve's end strength per year, providing continued capability to augment and reinforce the Active Component. The Reserve Officer Commissioning Program is enabling the Reserve Component to meet the demand for platoon leaders and company grade officers in our combat arms battalions. This program, combined with increased recruiting of all prior service officers and pilots through increased affiliation bonuses, inactive duty training travel, Active and Reserve Component transition opportunities, and primary military occupational specialty retraining, is providing the leadership needed in our Selected Marine Corps Reserve units.

The Marine Corps Reserve is a full partner in the Marine Corps Total Force. Reserve Marines continue to prove their dedication to their country and fellow citizens. Their honor, courage, and commitment to warfighting excellence, while maintaining close ties to their community, truly set them apart as "citizen soldiers." MARFORRES will continue to serve as an integral part of the Marine Corps Total Force in accomplishing its assigned mission as an expeditionary force in readiness.

CIVILIAN MARINES

Civilian Marines are valuable assets to the Marine Corps Total Force team, providing critical support in numerous areas throughout the Corps. The Civilian Marine workforce totaled approximately 33,000 employees at the end of Fiscal Year 2012.

Civilian Marines work in true partnership with Marines and play an important role in current combat operations, research and development, and acquisition. They provide invaluable assistance, especially to



Marines returning from deployment and their families, as well as traditional services vital to base and station operations.

The Marine Corps is committed to having a civilian workforce equipped with the leadership skills and technical competencies necessary to meet all chal-

lenges, today and into the future. Through community management and career-development initiatives, Civilian Marines are able to remain a team of experts strategically integrated into the mission of the Corps. For instance, the Marine Corps Acculturation Program enables our civilians to learn and better understand their supporting roles, develop an appreciation of Marine Corps culture and history, and learn how their work fits into the Marine Corps mission.

The Marine Corps maintains relations with nine federal unions representing nearly 17,000 Civilian Marines. Guided by the Federal Service Labor-Management law, the Marine Corps supports a proactive labor relations program that manages strategies for effective communication, investigation, and establishment of work-life balance to create a more positive and effective workplace environment.

SECTION 2: EDUCATION



EDUCATION

MARINE CORPS UNIVERSITY (MCU) AND PROFESSIONAL MILITARY EDUCATION (PME)

The MCU, also known as “Education Command,” oversees a series of schools that Marines attend progressively throughout their careers, regardless of military occupations. Incorporating pedagogical approaches common to any higher education institution, the combined doctoral-level and military faculty strives to foster critical thinking and decision-making skills through a balance of directed readings and writings, guest lectures, historical case studies, small-group discussions, military planning exercises, and shared experiences. The Commission of Colleges of the Southern Association of Colleges and Schools accredited the MCU.

MCU is the Professional Military Education (PME) advocate for the Marine Corps and is charged with developing, implementing and monitoring PME policies and programs and educating the force. The progressive PME learning system is designed to educate Marines by grade throughout their careers. PME programs consist of resident and nonresident instruction, professional self-study, and professional reading program. Resident programs present a unique learning opportunity in that they allow sister service, interagency, and foreign service students to participate in the education and exchange of ideas with Marine students. Nonresident programs are also critical to the education of the force, as a majority of the population must pursue education via distance education rather than resident instruction.

The main campus of MCU is located at Quantico, Virginia, and consists of the following officer PME schools and colleges: the Expeditionary Warfare School for captains; the Command and Staff College for majors; the School of Advanced Warfighting for second-year majors; and the Marine Corps War College for lieutenant colonels. The Senior Planner Course was first offered in 2010 for colonels, and a Reserve Of-

ficers Course was introduced in 2011 for lieutenant colonels and colonels. The Senior Planner Course also has included master/first master and master gunnery sergeants/sergeants major.

Enlisted resident education is conducted at the six regional Staff Noncommissioned Officer Academies worldwide that offer the Sergeants, Career, and Advanced Courses. The Senior Enlisted PME Course was first introduced in 2008 and is offered for master sergeants/first sergeants and master gunnery sergeants/sergeants major.

The MCU’s Lejeune Leadership Institute has assumed the mission of leadership development for civilian Marines. The Civilian Leadership Development Program (CDLP) will consist of a regionally delivered blended seminar-learning program.

The curricula of both the resident and nonresident education programs will continue to address Marine Air Ground Task Force proficiency in the core warfighting functions of combined arms, amphibious operations, and maritime prepositioning operations, in addition to developing and expanding the Corps irregular warfare and counterinsurgency capabilities. MCU is implementing the 35th Commandant Marine Corps Planning Guidance by further developing the University into a world-class institution and expanding opportunities for officer and enlisted PME.

Enlisted PME programs continue to be revised to ensure resident and nonresident programs are coordinated, relevant, and meet the needs of the operating forces. In 2011, the Marine Corps College of Distance Education and Training (CDET) began development of a new series of distance learning products for enlisted Marines. Leading Marines for lance corporals and the Advanced Course pre-work for gunnery sergeants can be taken on the Marine Distance Learning Network, MarineNet. The Corporals Course will open in 2012.

The CDET has successfully established Blended Seminar PME distance-education programs for the

Expeditionary Warfare School and the Command and Staff College. This innovative hybrid offering combines distance learning with short-duration residency periods in Quantico to expand course capacity beyond historical levels, making these courses more available to USMC, joint, interagency, and partner nation officers. Students in these programs interact with a truly diverse, international blend of peers and all participate in the resident schools' graduation ceremonies.

The Center for Middle East Studies has been joined by the Center for East Asian Studies, expanding MCU's strategic studies capacity. MCU will continue to broaden its regional coverage to research and publish on regional areas of significance to the Marine Corps and the Nation and on issues associated with strategic assessments, regional security, diplomacy, alliance relations, technological and military developments, and U.S. foreign policy. A major component of the centers will be outreach to other PME institutions, civilian academic programs, and research institutes.

MCU leadership is exploring a concept of establishing regional campuses to give the university the capacity to expand and engage the student population both onsite and online in worldwide educational environment. This will provide CDLP and PME to major bases and stations since a significant percentage of Marines complete their PME and CDLP via distance learning. By providing comprehensive and immediate access to MCU research and academic resources, students and faculty assemble and participate in a learning environment delivering courses with the use of technologies that link home campus with regional campuses and individual students to a greater extent than in the past. Regional campuses, nonresident courses, and blended seminars will permit a global education presence and centralized management of training and education resources. Through its combined emphasis on courses, symposia, and publications, MCU will continue to develop Marines, sister service members, interagency personnel, and multinational partners.

COLLEGE OF DISTANCE EDUCATION AND TRAINING (CDET) DESCRIPTION

The Marine Corps Distance Learning Program (MCDLP) fielded the Marine Distance Learning Network, (MarineNet) in 1998 and is the Marine Corps learning management system and infrastructure that enables Marines to receive training and education via the appropriate interactive media, when and where the learning is needed. As an ACAT III Program managed by the College of Distance Education and Training (CDET) and Program Manager, Training Systems, the MCDLP provides the operational forces access to the distance learning resources and performance support tools that increases the effectiveness of training and education through use of technology. CDET is responsible for the design, development, and delivery of electronic training courses and products that meet vital Marine Corps training and educational requirements. CDET Professional Military Education (PME) programs provide the requisite PME for over 80% of all Marine officers (Chief Warrant Officer through Major). CDET enlisted PME programs, many currently in development, will impact all the Corps enlisted leaders (Lance Corporal through Gunnery Sergeant). MarineNet courseware facilitates career progression and expedites the training process by granting rapid online course enrollments and completions. Test scores are available immediately and students are able to print courseware completion certificates online. Student activity is electronically entered into the Marine Corps Total Force System via the Marine Corps Training Information Management System database providing promotion points, self education bonus points, and reserve retirement credits. To meet the access requirements of the operational forces, CDET has fielded 42 Learning Resource Centers (LRCs) to the major Marine Corps bases and stations.

Available electronic courseware products provide training and education for:

- Pre-Deployment
- Annual training requirements

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- Military occupational specialties
 - Culture and language
 - Professional military education (Officer and Enlisted)
 - Business skills and information technology courses

OPERATIONAL IMPACT

MCDLP contributes to operational readiness by providing all Marines with immediate access to required pre-deployment training, military occupational specialty common skills training opportunities, and professional military education. Distance learning capabilities fill critical gaps in the training and education continuum and can reduce the amount of time Marines are required to be away from their home duty station attending formal training. MCDLP gives the commander a better-trained Marine while increasing personnel availability.

PROGRAM STATUS

Throughout the Marine Corps, 42 LRCs have been fielded and are currently operational.